

This is who we are



Purpose

Telling stories, touching lives, expanding worlds

Vision

The international streaming challenger

Values

Bravery, equality, appreciation, trust

Focus on generating outstanding sustainable experiences

Employees

Attract, retain and develop the best talent

Customers

Telling the most relevant stories with best-in-class discovery

Partners

Open and innovative win-win partnerships

A force for good



Top 15%

S&P Global Sustainability Assessment in peer group

1st out of 90

Nordic Business Diversity Index – Large Cap

3rd out of 64

Sustainalytics ranking in subindustry peer group

AA rating

By Morgan Stanley Capital International = industry top 8%

Science based targets

being developed to help reduce global warming

New 5 year strategy

being developed in consultation with stakeholders

UN Global Compact

Supporting the 10 principles and contributing to the SDGs

Privacy & data protection

GDPR compliant programmes rolled out across operarions

CMD20 targets



Group organic sales growth	~18-20% CAGR 2020-25
Viaplay subscribers	~10.5 million subscribers by end of 2025, of which ~6m Nordic and ~4.5m International
Nordic organic sales growth	~13-15% CAGR 2020-25
Nordic EBIT margin*	~15% in 2025
International EBIT	Accretive to Group in 2025
Leverage policy	<2.5x Net Debt/EBITDA incl. leases

^{*} Before associated company income and items affecting comparability

Performing in line







Group EBIT²⁾ (MSEK)



Subscribers (millions)

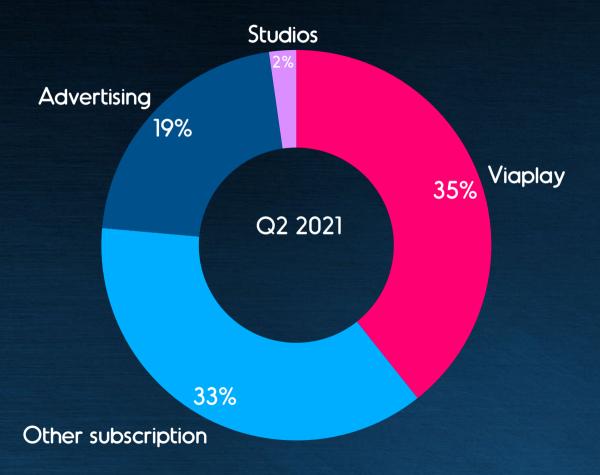


¹⁾ Excluding Viasat Consumer business

²⁾ Before associated company income and items affecting comparability, and excluding Viasat Consumer business



Viaplay is now established as our largest revenue generating unit



We have been moving fast



UEFA national team football rights for Baltics

UEFA Champions & Europa League rights for Baltics

Distribution deals with Tet in Latvia and Elisa in Estonia

NHL rights for Baltics

Formula 1® rights for Poland

Viaplay to launch in Netherlands with Formula 1® and Bundesliga rights Sale of NENT Studios UK

Distribution deals with Vectra, UPC and Play in Poland

Multi-market partnership

with independent studio

qiiw

Committed to Science Based Targets Initiative for climate action

Sale of Splay One

Five-year partnership with Matchroom Sport for nine countries

PDC darts rights for Netherlands FIFA Women's World Cup 2023 rights for Poland

Sale of 12 NENT Studios

CMD

2021

Total of 25 new Viaplay originals announced since CMD20

2020 CMD

SEK 4.35 billion equity raise

UEFA Club competition rights for Poland

Women's European club football rights for 10 countries Two-cycle, nine-market rights to Bundesliga

Nordic film commitment with Lasse Hallström's 'Hilma' production companies

Major motorsport rights

for nine countries

Two-cycle English Premier League rights for Netherlands, Poland, Estonia, Latvia and Lithuania Astrid Lindgren's 'Ronja the Robber's Daughter' to be launched as major new Viaplay Original

In an industry that is changing shape



Discovery

Warner Bros.

M6

TF1

Comcast

ViacomCBS

And now we have accelerated

7 more country launches by end of 2023

To be present in total of 16 markets

More sports rights secured for Poland & Netherlands

Viaplay Originals ambitions expanded & extended





Group organic sales growth	~18-20% CAGR 2020-25
Viaplay subscribers	~12 million by end of 2025, of which ~6m Nordic and ~6m International
Nordic organic sales growth	~13-15% CAGR 2020-25
Viaplay Nordics organic sales growth	~23-25% CAGR 2020-25
Nordic EBIT (excl. ACI & IAC)	~15% margin in 2025 and ~20% long term margin
International EBIT	Accretive in 2025, ~15% margin in 2026 and ~25% long term margin
Leverage policy	<2.5x Net Debt/EBITDA including leases





Group organic sales growth	~28% in 2022
Nordic organic sales growth	~20% in 2022
Viaplay subscribers	∼6.5 million by end of 2022, of which ∼4.3m Nordic and ∼2.2m International
Nordic EBIT (excl. ACI & IAC)	Rising profits and stable margin in 2022
International EBIT	Loss of ~1.5bn SEK in 2022
Change in working capital	Approximately -3.2bn SEK in 2022

Key takeaways



Unique platform & product

Track record of delivering

Raised ambitions & targets

Fully funded expansion plan

Investing in sustainable growth